

CITIZEN AIRMAN

RISING UP

Life dealt Chief Master Sgt. Ericka Kelly a difficult hand, but AFRC's new command chief master sergeant didn't let that keep her down.



THE OFFICIAL MAGAZINE OF THE AIR FORCE RESERVE

LIEUTENANT GENERAL
James F. Jackson
 ★★★
 FROM THE TOP



THE FOUR M'S

Last month I testified before members of Congress to advocate for congressional support for our Air Force Reserve. I highlighted our focus areas in terms of mission, manpower, modernization and military construction. I believe by focusing on the “four M’s,” we can remain an integrated, flexible and combat-ready force now and in the future.

MISSION



Our members come from every walk of life, and for nearly 68 years, they have raised their hands to volunteer to protect this nation. From the Korean War to Operation Inherent Resolve, the Air Force Reserve has deployed men and women in combat operations across the globe.

Last year our Citizen Airmen performed nearly 1.5 million man-days and filled more than 3,000 air expeditionary force taskings. Our 419th Fighter Wing, along with the active component 388th FW, received the first operational F-35s at Hill Air Force Base, Utah, and we moved forward with plans to stand up two operational KC-46 squadrons at Seymour Johnson AFB, North Carolina. At the same time, we found growth opportunities in space, cyberspace, and intelligence, reconnaissance and surveillance career fields. It is through these efforts that our Air Force Reserve remains an agile and inclusive force ready for tomorrow's fight.

MANPOWER



Our Citizen Airmen and their families are our most valued asset. We are currently growing our team through focused recruiting and retention efforts. For the last 15 years, we have met our recruiting goals, and we remain committed to hiring Airmen with the right skills and education for our force.

We are introducing constructive credit programs for cyber and accessing approximately 100 cadets directly from Reserve Officer Training Corps detachments. At the same time, we continue to support efforts like the Wingman Toolkit, Yellow Ribbon and the Key Spouse Program to ensure all of our Airmen and their families have the resources available that they need to be successful and continue to serve.

MODERNIZATION



We understand our nation cannot wait until a crisis occurs to modernize. Modernization has to be a top priority if we want our Air Force to remain combat ready.

As many of you know, our aircraft and equipment are in need of modernization. This year we are upgrading our F-16 fleet with precision engagement enhancements such as advanced targeting pods and an upgraded anti-jam global positioning system while increasing our C-130 combat capability by upgrading these aircraft with enhanced secure line of sight and beyond line of sight data links.

We rely heavily on the National Guard and Reserve Equipment Account to fund our modernization efforts. Even in this fiscally constrained environment, modernization must be one of our top priorities until we can replace our aging systems.

MILITARY CONSTRUCTION



The Air Force Reserve continues to be cost-effective and efficient through the use of shared facilities and infrastructure with the active component. However, we still need to fund our own MILCON programs. This year we requested \$189 million for construction projects that support the roll-out of the KC-46 and update facilities for the C-17 along with a few other projects. This work ensures we can meet the requirements for maintaining our current fleet and operating new weapon systems as they come online.

Our strength as a reserve force lies in our ability to operate seamlessly with the active component, while still providing a flexible and affordable solution to our nation's defense requirements. Our message to Congress stressed the importance of funding programs that allow us to recruit, retain and support the men and women we need. We highlighted the importance of modernization efforts to ensure we remain ready to meet the demands of combatant commanders around the globe. We also explained why MILCON funding is necessary to maintain our existing infrastructure and to build the new facilities required for growth mission areas.

Congress knows that I am extremely proud of our Citizen Airmen and their families who make our Air Force great, and I hope you know that too! Thanks for all you do!

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On the front cover: Chief Master Sgt. Ericka Kelly reached the pinnacle of her Air Force career in February when Lt. Gen. James F. Jackson, Air Force Reserve Command commander, selected her to become AFRC's command chief master sergeant. Kelly has had to overcome multiple challenges in both her professional and personal lives to become the command's top enlisted leader. Read her inspirational story beginning on Page 14. (Artwork by Adam Butterick)

Gen. Mark A. Welsh III *Chief of Staff, United States Air Force*

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Water droplets cover Staff Sgt. Matthew Pires' oxygen mask after a firefighter training exercise at Hickam Field, Hawaii. Pires, a member of the 624th Civil Engineer Squadron, is a traditional Reservist who works full time as a lieutenant in the State of Hawaii Airport Fire Department, Kahului, Hawaii, on the island of Maui. (Tech. Sgt. Phyllis Keith)



Col. Trey Morriss, vice commander of the 307th Bomb Wing at Barksdale Air Force Base, Louisiana, gives an interview to members of the local news media. Morriss was an aircrew member involved in Operation Senior Surprise, nicknamed "Secret Squirrel," a mission that kicked off Operation Desert Storm 25 years ago. (Master Sgt. Dachele Melville)



Staff Sgt. Matt Gaddy, 306th Rescue Squadron pararescueman at Davis-Monthan Air Force Base, Arizona, gathers up his parachute after skydiving in Eloy, Arizona. Skydiving is an off-duty hobby he learned to love when he began to perform military jumps as part of his job. (Carolyn Herrick)



First Lt. Heather Bradley, 349th Air Mobility Wing, Travis Air Force Base, California, demonstrates a proper salute. Saluting is one of the oldest military courtesies. While outdoors, uniformed Airmen, including those wearing the PT uniform, must render a salute to commissioned officers and warrant officers of superior rank. (Ken Wright)



Staff Sgt. Warren Powell, 94th Airlift Wing combat arms instructor, scores a target during a small arms qualification process at Dobbins Air Reserve Base, Georgia. To qualify, shooters must have 35 shots hit the green area of the target. (Senior Airman Andrew J. Park)





Staff Sgt. Kimberly Robinson, an aircrew flight equipment technician assigned to the 911th Operations Support Squadron, straps Staff Sgt. Robert Guylitto into a parachute reality simulator at the Pittsburgh International Airport Air Reserve Station in Pennsylvania. Robinson, formerly a 911 operator, has been a member of the Air Force since 2009. (Airman Bethany Feenstra)

Senior Airman Jacob Pepper, 934th Civil Engineer Squadron technician, uses a front-end loader to clear snow from a parking lot at the Minneapolis-St. Paul Air Reserve Station in Minnesota Jan. 10. (Staff Sgt. Trevor Saylor)



First Lt. Bobbie-Jean Johnson, 919th Special Operations Wing, squats with two 45-pound weights at the fitness center on Duke Field, Florida. In November, the Air Force Reservist won every division she entered at the Northwest Florida Flex Fest in Pensacola. (Tech. Sgt. Jasmin Taylor)

"Eddie the Eagle" stars Hugh Jackman and Taron Egerton join director Dexter Fletcher to take a selfie with Navy Capt. Michael Steffen, Naval Air Station Fort Worth Joint Reserve Base, Texas, commander, during a sneak preview of the movie Feb. 19 at the base theater. The base is home to the Air Force Reserve's 10th Air Force and 301st Fighter Wing. (Staff Sgt. Samantha Mathison)

New B-1 Associate Unit Integrating Well with Active-Duty Partner

Five months after the reactivation of the 489th Bomb Group at Dyess Air Force Base, Texas, the unit's Reservists are working side by side with the active-duty Airmen of the 7th Bomb Wing.

During the February unit training assembly, maintenance crews from the two organizations combined to complete a B-1 Lancer aircraft generation exercise.

"My Airmen are working the same 12-hour shifts as their active-duty counterparts," said Maj. Garth Ranz, 489th Maintenance Squadron commander. "Active-duty Airmen and Reservists need to be able to work as one team because we are all in the same fight and need that team cohesion."

The 489th BG, which includes the 345th Bomb Squadron, 489th MXS and 489th Aerospace Medicine Flight, is an associate unit of the 7th BW. In this type of total force integration relationship, the Reserve unit integrates with the active-duty organization to support its mission and assets.

"We have only been around for five months, but the active duty is already depending on us," said Col. Denis Heinz, 489th BG commander. "Going forward, there is no doubt that our Air Force is going to rely more, not less, on our Reserve and National Guard forces. The inclusion of all components of the Air Force structure is vital to sustaining the capabilities required to meet the challenges from strategic uncertainty, fiscal constraints and rapidly evolving threats."

Initially, almost half of the Airmen who came to the 489th were already fully qualified. The Reserve provides a great way for the Air Force to retain knowledgeable Airmen, thus providing access to a larger pool of qualified people for the mission.

Heinz said hiring for the group has gone better than expected, with the manning level sitting at about 38 percent. While still only

a little more than a third manned, the group was able to participate in almost all facets of the February exercise, including medical processing, unit deployment duties, flight operations, weapons loading and B-1 aircraft generation. The group is well ahead of the target to be fully mission capable by 2018 and has already proven itself to be a valuable total force partner with the 7th BW, the colonel said. (Master Sgt. Dachele Melville, 307th BW public affairs, Barksdale AFB, Louisiana)

Grissom Serves as Pilot Location for Cyber Security Program

For decades, Grissom Air Reserve Base, Indiana, has been a vital part of the Air Force's global reach capability, but, more recently, the base has become a valuable asset on a different battlefield.

Lt. Gen. Bill Bender, Air Force chief of information dominance and chief information officer, visited Grissom Jan. 13-14 to discuss the future of cyber security and meet the Airmen who are helping shape its future through a new pilot program.

"We have a number of cyber security prototype initiatives taking place, and the 434th Communications Squadron has been selected as one of those pathfinders," Bender said. "I wanted to come out very early on and meet the individuals in charge of those programs."

The 434th CS was selected as one of two units within Air Force Reserve Command to transition into a next-generation communications squadron. The other unit is the 452nd CS at March Air Reserve Base, California.

"The pilot program incorporates a new mission set that takes a proactive approach toward cyber security," said Capt. Dustin Schimp, 434th CS director of operations, who is spearheading the prototype initiatives. "Currently, our main goal is to ensure patches are up to date and computers are functioning properly, but through this pilot program we will expand the domain of what we defend into other areas that directly impact flight operations."

Areas that might be incorporated into the expanded domain include weather systems, aircraft communications and other electronic systems that have a direct impact on the refueling mission of the Hoosier Wing.

"Any area that's a vital part of sustaining our refueling mission is something that has to be protected," said Maj. Denney Neace, 434th CS commander. "Right now we are identifying those vulnerabilities and creating a plan to protect those assets."

"After they have been identified, we will then determine what additional resources, such as manpower and equipment, are needed to meet the cyber security initiatives," Neace said.

During his visit, Bender echoed the importance of cyber security integration and lauded Grissom for leading the way.

"It's been a great opportunity to see the people at Grissom who are going to build our

Air Force of the future to ensure we are protected from cyber security concerns," Bender said. "We have to start viewing cyber security from a proactive approach rather than reactive." (Tech. Sgt. Benjamin Mota, 434th Air Refueling Wing public affairs)

Air Force's First I-Wing Structure to Involve North Carolina Wing

The Air Force announced plans in February to stand up an Integrated Wing pilot program at Seymour Johnson Air Force Base, North Carolina, that will involve the Air Force Reserve's 916th Air Refueling Wing.

"The Air Force remains on its flight path toward increasing our effectiveness and efficiency as an integrated total force service while meeting our nation's military objectives," said Air Force Secretary Deborah Lee James. "The Integrated Wing concept is an opportunity to more fully integrate and break down barriers between the components as we operate as one Air Force."

The I-Wing concept evolved from an extensive review and analysis of Congress' National Commission on the Structure of the Air Force report, which was released in 2014. The I-Wing is an in-garrison model designed to better leverage the strengths of each component while balancing capacity, capability and readiness.

Although there are several possible I-Wing models, James said all are designed to functionally integrate similar organizations and streamline chains of command in order to more effectively meet mission requirements. In the current fiscally constrained environment, the secretary said initial analysis suggests this new total force construct could help the Air Force more effectively provide mission capability and capacity at best value.

The I-Wing is scheduled for initial operational capability in fiscal year 2017. If successful, this model has the potential, together with the highly successful unit associate program, to offer home station commanders another organizational construct to meet mission requirements.

The testing phase is expected to take three years, but planners will adjust the timeline as necessary. Lessons learned from the initial I-Wing testing will influence the scope and timing of follow-on locations.

"We are excited about this opportunity to test our highly successful active association at the 916th with a new Integrated Wing model," said Lt. Gen. James F. Jackson, Air Force Reserve Command commander. "This pilot program will determine whether additional synergies can be garnered at this unit during the test and whether any lessons learned are repeatable at other locations in the Air Force."

Currently, Air Force Reserve and active component Airmen are working together in an active association at Seymour Johnson. The 911th Air Refueling Squadron, an active component tanker unit, functionally falls within the organization of the Reserve's 916th ARW but reports administratively to the 6th Air Mobility Wing at MacDill AFB, Florida. Under the current construct, the organizations work together but are administratively separate, with two corresponding chains of command. In the new I-Wing model, all units will effectively function as a single organization to accomplish the mission.

"The Air Force is always looking for ways to better integrate our components, from the Air Staff to the tactical level," said Air Force



Chief of Staff Gen. Mark A. Welsh III. "It's all about making the Air Force more effective and efficient. We believe the Integrated Wing is one of the concepts that will take us to the next level of that effort." (Secretary of the Air Force public affairs)

Personnel Center Briefing Team Available to Take its Show on the Road

The Air Reserve Personnel Center at Buckley Air Force Base, Colorado, has a briefing team available to go on the road and provide presentations and training to groups of Reservists attending conferences, consolidated training assemblies or unit training assemblies.

The team can provide information on a wide variety of topics, including legislative updates, evaluations, the GI Bill, benefits and entitlements, officer career progression/development, and enlisted development.

To request ARPC briefing support, complete the checklist located on the organization's website at <http://www.arpc.afrc.af.mil/Portals/4/Documents/ARPC-BriefingRequestForm.pdf> or send an email to arpc.presentations1@us.af.mil. (Cindy Dewey, ARPC public affairs)

910th Airmen Share Aerial Spray Know-How

Citizen Airmen from the 910th Airlift Wing's highly specialized aerial spray unit traveled from Youngstown Air Reserve Station, Ohio, to Lehigh Acres, Florida, to conduct a training course for Department of Defense military and civilian pest control professionals.

Graduates of the course, which took place Jan. 11-14 at the Lee County Mosquito Control District Training Center, are certified to be ground supervisors of aerial spray operations, to monitor pest control contracts using aerial spray and, if they are command-level pest management professionals, to approve DOD aerial spray projects.

Course topics included aerial spray theory, mapping, C-130 operations, public affairs and aerial spray contracting. In addition, participants had the opportunity to view static displays of aerial spray aircraft and equipment and took part in a field exercise.

"This is a collaborative effort with the Florida Mosquito Control Association, and the goal is continuing education and certification," said course director Lt. Col. Karl Haagsman, one of two full-time

Pope's Pun



entomologists assigned to the 910th. “It’s really about honing skills.”

The 910th AW provides the DOD’s only aerial spray capability. Reservists assigned to the wing’s aerial spray unit include spray-qualified pilots, loadmasters who double as modular aerial spray system operators and specialized maintenance personnel, and, of course, entomologists, affectionately known as “bug docs.”

“The goal of aerial spray is to achieve maximum kill of the target pest with minimal impact on the environment,” said Maj. Jen Remmers, an entomologist who serves as a disease vector management consultant in her civilian career.

The 910th’s capability is used to spray areas larger than 5,000 acres from an altitude ranging from 100 to 150 feet, depending on the type of spraying being done. Recently, after nearly a decade of careful preparation, the wing started conducting aerial spray operations after dark using night-vision technology at an altitude of 300 feet. Ground application methods or private enterprise contracted aircraft take care of smaller areas that are not practical or cost-effective for the unit’s large planes to handle.

The aerial spray team has traveled all over the country to not only eliminate mosquitoes, sand flies, filth flies and other pest insects on DOD installations as well as in nearby communities, but to also eliminate unwanted vegetation on bombing ranges. It also assisted in the response to the Deepwater Horizon incident, the worst oil spill in U.S. history, in 2010.

“Our wartime mission is to protect U.S. troops from insect-carried diseases,” said Maj. Steve Stroney, chief of aerial spray. “Anytime we conduct spray operations around the country, we are training our personnel to carry out that tasking.” (*Master Sgt. Bob Barko Jr., 910th AW public affairs*)

McConnell Refueling Group Becomes A Wing

The 931st Air Refueling Group at McConnell Air Force Base, Kansas, officially became a wing effective March 5. With the conversion from a group to a wing, the 931st will stand up a new operations group, maintenance group and force support squadron. In addition, the wing will stand up two new air refueling squadrons: the 905th and 924th. All together, this action



Chaplain (Lt. Col.) Ronald Apollo (right) assists Master Sgt. Latonya Brown, a 315th Aeromedical Evacuation Squadron technician, during a recent training mission to Ramstein Air Base, Germany.

Chaplain uses ‘ministry of presence’ to connect with Airmen

By Maj. Wayne Capps

Flying with an aircrew on an operational mission is not a task most people associate with being a military chaplain. But for Chaplain (Lt. Col.) Ronald Apollo of the 315th Airlift Wing at Joint Base Charleston, South Carolina, actively participating in operational missions is the bedrock of what an Air Force chaplain is all about. In fact, he calls it “ministry of presence.” “People should know who their chaplains are and feel comfortable coming to them if a crisis should arise,” Apollo said. “As a chaplain, I need to be where the people are.” Apollo was recently invited to participate in a dual aeromedical evacuation and passenger movement mission to Ramstein Air Base, Germany. “I invited him to come on the mission so he could see first-hand the dynamics of what we do and to see the stress that we go through,” said Chief Master Sgt. Reggie Godbolt, loadmaster superintendent for the 300th Airlift Squadron. “You just never know when people might have something going on personally in their lives. I think it is important to have him here getting to know our people in their work environment.” Elaborating on the importance of having the chaplain’s “ministry of presence” around, the chief continued, “To see how the crew bonds and to see what we do is important. The crew feels an attachment to

the chaplain by getting to know him personally. It means a lot to us knowing that he’s here supporting what we do.” During the mission, the chaplain did more than just talk to the crew. He was put to work. “I helped carry bags, participated in a training scenario, learned about their mission and just did whatever they needed me to do,” Apollo said. “Those who I didn’t know really opened up to me on this mission.” Master Sgt. Marguerite Hellwich, a medical technician with the 315th Aeromedical Evacuation Squadron, had the opportunity to meet Apollo for the first time on the mission. “We talked about what we do in the civilian world, and I explained our mission to him,” she said. “I think it is important to fly with our chaplain so he understands how much we actually rely on his support.” Apollo said service members are feeling the stress and pressure of budget cuts and the continuance of being asked to do more with less, and sometimes Airmen “just need to have someone to talk to.” Flying on a mission is about “getting to know our people and what they do,” he said. “In my faith tradition, Jesus went where the people were, and because of this, people started to follow him.” (*Capps is chief of public affairs for the 315th AW at Joint Base Charleston.*)

will result in the addition of nearly 400 people to meet the needs of the new wing. “The designation as a wing is a testament to the excellence of our Reserve Airmen both past and present,” said Col. Mark S. Larson, 931st ARG commander. “At the same time, this would not have been possible without the continued resolve of our elected officials and the support of our local community leaders.” The 931st ARW, which will continue the 931st ARG’s traditional associate unit relationship with the active-duty 22nd ARW at McConnell, will be the first Reserve unit to fly and maintain the KC-46A Pegasus tanker aircraft. The KC-46 will replace the Air Force’s fleet of KC-135 Stratotankers as the service’s primary refueling aircraft for the last 50 years. The KC-46 will provide more refueling capability and increased capacity for carrying cargo for such missions as aeromedical evacuation. (*931st ARG public affairs*)

Reservists Participate in First F-35 Weapons Deployment

Airmen from the regular Air Force 388th and Air Force Reserve 449th Fighter Wings at Hill Air Force Base, Utah, dropped laser-guided bombs at the Utah Test and Training Range the week

Little Rock group flies final C-130H mission, preps for J-model

By Master Sgt. Jeff Walston

The 913th Airlift Group at Little Rock Air Force Base, Arkansas, flew its final C-130H mission Jan. 28, as the wing is preparing to transition to the J-model of the venerable Hercules transporter. “We’ve been balancing both, but now we transition to the J,” said Lt. Col. Keith Jasmin, chief of current operations for the 913th Operations Support Squadron. From its modest beginnings in October 2010 as 22nd Air Force Detachment 1, the 913th AG has grown from two Airmen to more than 800. The group’s personnel flew, maintained and supported the Air Force mission in 14 C-130H Hercules aircraft in an active association with the 19th Airlift Wing’s 50th Airlift Squadron. But no more. Many active and Reserve C-130H aircraft are being replaced by the C-130J Super Hercules, an updated version with new engines, flight deck and other systems, all designed to improve performance and save money. “There’s a big difference between the H and J models,” said Master Sgt. Josh Burton, 327th Airlift Squadron loadmaster. “The J is mostly computers and almost all automated, whereas the legacy or H is all hands-on.” The 913th AG still has two C-130H aircraft that are being prepared for transfer to other



Lt. Cols. Neil Hede (right) and Keith Jasmin of the 327th Airlift Squadron complete the last training mission flight of a C-130H at Little Rock Air Force Base, Arkansas.

locations. Meanwhile, J-model training for members of the group continues at Little Rock, the location of the only formal training school for the C-130J. The transition to the C-130J requires maintainers, pilots and loadmasters to complete conversion training. The formal schooling process should be completed by September, but aircrews will continue to gain experience and proficiency for about another 18 months. The 913th AG will become a classic associate unit, meaning it will fly and maintain aircraft owed by the active duty. The 913th AG will be the first C-130J classic associate unit in the Air Force. (*Walston is assigned to the 913th AG public affairs office at Little Rock AFB.*)

RISING UP

“Thank God for good teachers and friends who didn’t force me to go to school but pointed out to me that there was a better road to take with education.”

It’s been a long and difficult, but rewarding, journey from poverty-stricken Guatemala to a successful career in the U.S. Air Force for Chief Master Sgt. Ericka Kelly. That journey reached a new high in February when Lt. Gen. James F. Jackson, AFRC commander, selected Kelly to serve as AFRC’s new command chief master sergeant.

Kelly replaced Chief Master Sgt. Cameron B. Kirksey, who retired from AFRC’s top enlisted position in March. She previously served as command chief for the 349th Air Mobility Wing at Travis Air Force Base, California.

As the oldest of three children, Kelly came from extremely humble beginnings in Guatemala. The family’s home had no electricity or running water, and she was no stranger to dirt floors and wearing the same clothes for days at a time.

Kelly’s mother desperately wanted to move to the United States where she could make a fresh start, but she couldn’t afford to let anyone else in her family find out or they would try to stop her. So she locked her three children in a room and fled to America.

“I was only 5 at the time,” Kelly said. “She left us some eggs and water. I didn’t know how to cook eggs, but I had seen the adults do it enough times to figure it out.”

Kelly and her two siblings stayed in the room for five days before their grandmother came to check on the family. But she did not find anybody.

Kelly said she yelled, “Grandma, we’re in here,” but her grandmother didn’t hear her. “She left without finding us, and I lost all hope. The reality hit me that we could all die together in that room.”

Another two days passed before the grandmother returned with multiple relatives and discovered the three children.

Kelly lived with her grandmother until she was 12 years old. At that time, a massive earthquake struck the area where they lived, making international news. Kelly’s mother, who had gotten married and had another daughter in America, saw the devastation on television and decided to return to Guatemala to check on her family.

“My mother saw the conditions we were living in and decided she would take us back to America with her,” Kelly said. “Her husband had no idea she even had kids.”

After a stint in Compton, California, they wound up in Las Vegas.

“Life at home was very dysfunctional,” Kelly said. “I had to start working the fields and

cleaning hotel rooms at 13 to help out with the family. In 10th grade, I dropped out (of school) to work full time.”

After moving in with a family she met through work, Kelly went back to school, doubling up on night courses so she could graduate on time.

“Thank God for good teachers and friends who didn’t force me to go to school but pointed out to me that there was a better road to take with education,” Kelly said. “I had other options in life.”

The chief said she had a long-time desire to join the military and looked into joining the Marine Corps. However, when it came time to enlist, she realized the Air Force — more specifically, the Air Force Reserve — was right for her.

“I was a weird Airman,” Kelly said. “I was excited to do every detail I was assigned and always gave 100 percent. I always had a great attitude, and that helped my leadership see the potential in me.”

As her military career progressed, first as a ground medic and then in the air evacuation career field, the chief said she always had one goal in mind.

“I always knew that I wanted to be a command chief,” she said.

With her new assignment, Kelly has achieved that goal twice over.

“I’m proud to be a Reservist and proud to be in this new role in which I can concentrate on mentoring all and giving our Airmen an understanding of their part in the big mission,” Kelly said. “Sometimes the world is so big that we forget why we are writing stories, taking blood pressures or checking out tools before going to the flight line. We’re doing that all because it matters, and we are uniquely made to be part of the big picture. Without us, the puzzle is incomplete.”

Kelly said her top priority as AFRC command chief is to empower and develop the enlisted force.

“I’m someone who is passionate about enlisted development,” she said. “I’m passionate about giving Airmen the opportunity to make decisions about their own careers, with the understanding that as Citizen Airmen those decisions are not made in a vacuum. They include personal issues, such as health, our civilian careers and our family needs. My job is not to force anyone off balance but to put as many options on the table for the enlisted force to choose from and grow in their military careers.”

Kelly said another priority is to give feedback to the people in the field.

“We push things forward, but sometimes the Airmen in the field don’t get feedback, whether it be good, bad or ugly,” the chief said. “At the field level, we need feedback in order to improve our processes. I want to be a command chief who communicates, clarifies and questions. I want to give feedback on why decisions were made. I want the field to fully understand each step of those significant processes. I want all of us to be working as a team from the same concept.”

“I like to build relationships, not through technology but by talking to human beings face to face,” Kelly said. “I want to do a lot of wing visits and get to know people. I’ll talk less and listen more. And I want people to know that I’m going to work extremely hard for them. My goal is to be accessible and to be able to be that individual who will continue to bring our command toward the future. As I learn, I will then be able to be a better representative of our command to the other MAJCOMs, the whole Air Force and other branches (of the service).”



Information for this story was taken from a series of articles written by Staff Sgt. Patrick Harrower of the 60th AMW at Travis AFB. Also, Senior Master Sgt. Rachel Martinez of the 349th AMW public affairs office at Travis contributed to this story.

End of a Journey

Chief Master Sgt. Cameron Kirksey retired March 1 after serving AFRC for almost three decades.

Former command chief's career takes him from one end of the spectrum to the other

By Staff Sgt. Sarah Hanson

In the spring of 1988, a young man entered his local recruiting office and started on a journey that would last more than 27 years.

Chief Master Sgt. Cameron Kirksey, former command chief of the Air Force Reserve Command, retired March 1 after serving the AFRC community graciously for almost three decades.

"At times it was challenging, but it was also incredibly rewarding," Kirksey said. "The end of one's career is the perfect time to reminisce and think about the people who have helped you along the way."

Kirksey's Air Force journey started as a fuels specialist at Maxwell Air Force Base in Alabama. From there he went up through the ranks ending his time at Maxwell as the command chief with the 908th Airlift Wing.

The chief said he went from one end of the spectrum to the other, starting out at the bottom in one of the smallest career fields on base and rising up to become the senior enlisted leader in the organization.

From Alabama, Kirksey moved 12 hours south to sunny and humid Florida. He transferred to Homestead Air Reserve Base to assume the position of command chief of the 482nd Fighter Wing. There he was charged with managing more than 1,200 Reservists who supported the F-16C mission. He spent two years at Homestead as the wing's senior enlisted leader before moving onto his last assignment as the AFRC command chief.

"I can remember when I got the phone call," he said. "To never have met General Jackson (Lt. Gen. James F. Jackson, AFRC commander) before my interview and to have him call

me at 6:15 in the morning and offer me an opportunity to serve as his senior enlisted leader; it was a memorable experience."

After he left Homestead in June 2013, Kirksey's responsibilities grew exponentially as the command chief of a major command. He was responsible for the health, morale, welfare and effective management of more than 55,000 active-duty and Reserve enlisted members at more than 66 locations.

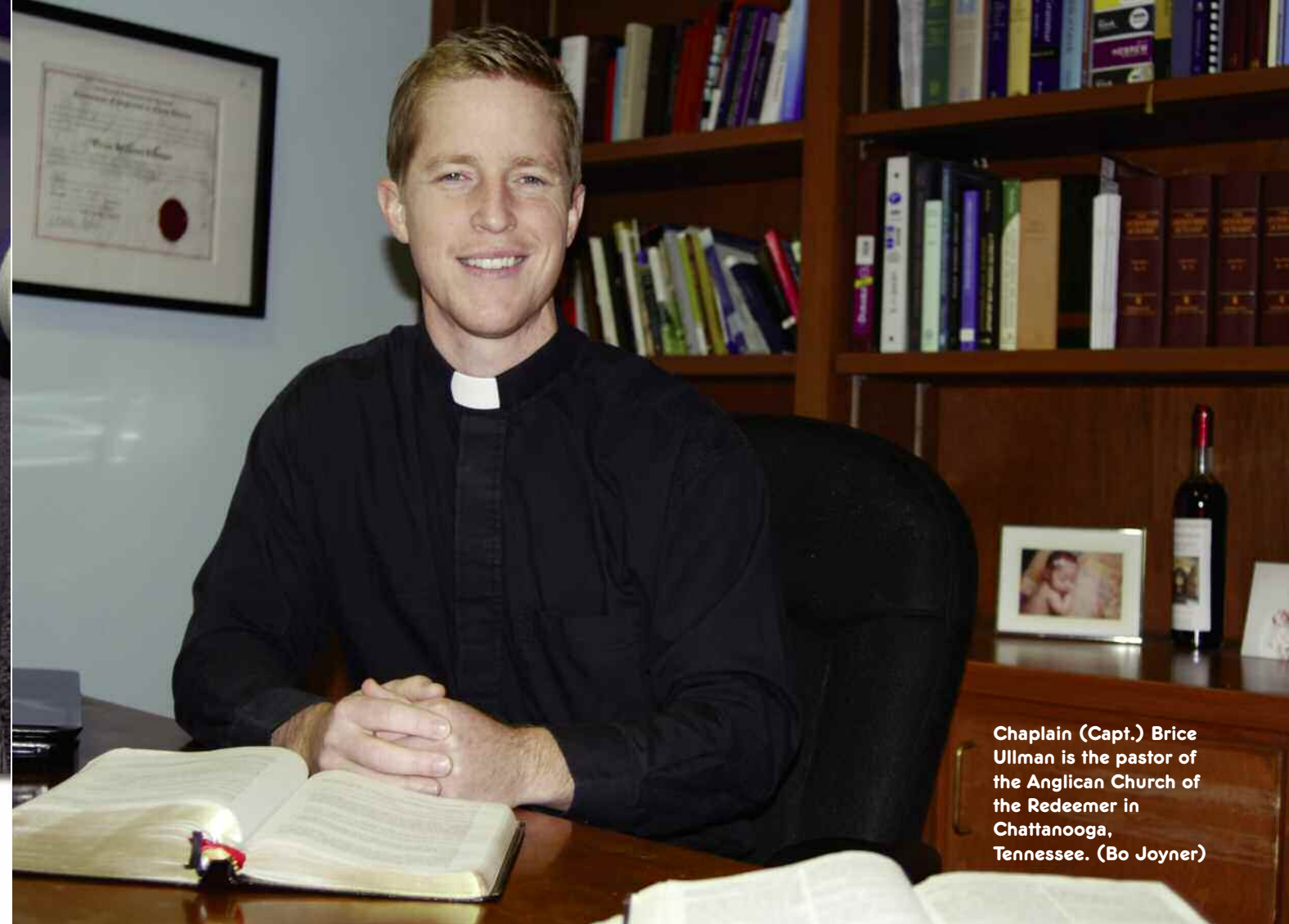
Kirksey accomplished a lot during his tenure at the headquarters. As a member of the Enlisted Board of Directors and a principal advisor to the Chief Master Sergeant of the Air Force, he gave important input on how to develop Citizen Airmen and improve the quality of life for all AFRC enlisted members.

In three years, he made numerous base visits to spread the vision of AFRC to more than 30,000 Citizen Airmen. He addressed people's concerns and increased their awareness on certain high-level topics. In addition, the chief preached his most near and dear topic; team wellness.

"Part of wellness is ensuring we are taking care of our own health and the health of our families," he said. "I have always done my best to embody these principles because I believe they make us better Citizen Airmen and a stronger force."

"Chief Kirksey will be missed here at the command," Jackson said. "He has been an outstanding partner and leader for our enlisted force during his tenure as my AFRC command chief."

Kirksey's replacement is Chief Master Sgt. Ericka Kelly from the 349th Air Mobility Wing at Travis Air Force Base, California.



Chaplain (Capt.) Brice Ullman is the pastor of the Anglican Church of the Redeemer in Chattanooga, Tennessee. (Bo Joyner)

THE BEST OF BOTH WORLDS

ANGLICAN PRIEST LOVES SERVING HIS LOCAL PARISH, HIS COUNTRY IN THE AIR FORCE RESERVE

By Bo Joyner

July 16, 2015, started out as a typical Thursday for Brice Ullman, pastor of the Anglican Church of the Redeemer in Chattanooga, Tennessee. Mid-morning, he was in his office at the church on McBrien Road meeting with one of his parishioners when an alert popped up on his cellphone.

"I have a news app on my phone, and these alerts pop up all the time, so I didn't really pay a lot of attention to it," the 30-year-old priest recalled. "A few seconds later, another one popped up and mentioned an active shooter situation in Chattanooga, so that one kind of grabbed my attention."

More alerts followed. When one popped up and referenced the armed forces recruiting office on Lee Highway, Ullman decided he better cut his meeting short. The Armed Forces Career Center is located in a strip mall about 2 miles from Ullman's church. He passes by it every day on his way to and from work.

The phone alerts about a shooting at a recruiting office piqued his interest not just because of the proximity to his church, but also because Ullman is a captain and chaplain in the Air Force Reserve.

"I'm an IMA (individual mobilization augmentee) assigned to Columbus Air Force Base in Mississippi, so I decided to call the chaplain's office there and see if they wanted me to respond in any way," Ullman said. "My wing chaplain said he wanted me to go to the recruiting office, but he wanted to clear it with the commander first. I waited around for a little while, and then he called me back with the verbal orders to go."

By the time Ullman arrived, the scene was chaotic. Police had already taped off the area, and there were between 75 and 100 civilians and news reporters standing outside the career center. Officials from the FBI, fire department, bomb squad and police SWAT team were hurriedly moving in and out of the building that was now riddled with bullet holes.

“There was still a lot of fear and anxiety in the air, so I waited outside for a few minutes to get an idea of what was going on,” Ullman said. “Then I showed my CAC (common access card), and the police let me inside.”

Officials were still trying to piece together exactly what had happened. Here is what they eventually determined: Shortly after 10:30 that morning, Muhammad Youssef Abdulazeez, an Arab Muslim American armed with an AK-47 semi-automatic rifle, a Saiga-12 shotgun and a 9mm handgun, pulled his rented silver Ford Mustang up to the curb just a few feet from the armed forces recruiting office and fired between 30 and 45 shots into the front of the glass and brick building. He then drove 6 miles to a Navy Reserve center on Amnicola Highway and rammed his vehicle through a security gate. Abdulazeez drove up to one of the center’s buildings and began firing. He then charged inside and continued firing before exiting the building and entering a fenced motor pool area where he fired at several Marines. About five minutes after the second shooting began, he re-entered the building, firing upon responding police officers, who fatally shot the gunman.

Five people, including the gunman, died in the shootings, all at the Navy Reserve center. Four U.S. Marines died at the scene, and one Navy Sailor died at a hospital two days later. One person, a Marine recruiter, was shot and injured at the recruiting center. He was hit in the leg. One police sergeant was shot in the ankle at the Navy Reserve center.

After an investigation, the FBI determined that the shootings were an act of terrorism and that Abdulazeez was motivated by foreign terrorist organization propaganda.

“By the time I arrived, they had already taken the wounded to the hospital, so I spent most of my time with the military members who were in the recruiting office when the attack happened,” Ullman said.

Four Soldiers, one Airman and four Sailors were manning the recruiting center. The Air Force recruiter had two young recruits in his office with him when the shootings took place.

“The military members seemed like they had compartmentalized the traumatic experience in order to respond to the threat,” Ullman said. “This is a very healthy, common response for first-responders and military members. Since none of the service members expressed an acute need at the time, I focused my attention on providing a ministry of presence and building a rapport with them. I’ve learned through my training that when trauma is compartmentalized, emotional or spiritual trauma may set in weeks or even months later. My goal was to become a familiar face and name to them through this experience in case they needed a chaplain’s assistance in the future.

“I provided my contact information to every service member and stayed with them up until the time when they were released from the scene.”



“My civilian ministry makes me a better Air Force chaplain, and I know my Air Force chaplaincy makes me a better civilian priest. It’s a perfect combination.”



As a Reservist, Ullman is an individual mobilization augmentee assigned to Columbus Air Force Base, Mississippi.

After the day of the attack, Ullman was told that the Army and Navy had chaplains coming to their respective service members, so he focused his follow-up care on the Airmen.

“I met with the two recruits separately, offering support and service to them and their families,” Ullman said. “I listened to their stories and helped them process their fear, anger and other emotions. I also met with the Air Force recruiter and offered the same follow-up care.”

He has followed up with additional phone calls to all three.

“I am really impressed with how well the recruiter and the recruits handled this situation,” he said. “They all seem like really resilient people, and both of the recruits were all the more resolved to continue their path into the Air Force and continue their fight against terrorism. My job was just to let them know that someone was thinking about them and praying for them, and that if they ever need me, I am just a phone call, a text message or an email away.”

Ullman said he did what any other Air Force chaplain would do in this situation.

“I am so impressed with the Air Force chaplaincy,” he said. “Anybody who would have been this close would have done the same thing. I just happened to be the Reserve chaplain who was here. I was prepared, thanks to my military training and my civilian training, and when I was given the order, I responded. That’s what we do in the Reserve.”

Ullman said he almost didn’t end up in the Air Force Reserve. While taking graduate-level classes at Georgetown University in Washington, D.C., in 2008, he said he started to feel the calling to be an Anglican priest, and he was also feeling the call to serve his country.

“I actually started out in the Army as a chaplain candidate but made the switch to the Air Force Reserve a couple of years later,” he said.

Ullman was in the Air Force Reserve but was planning on switching to the active duty after completing seminary in Pittsburgh and clinical pastoral education training at the Erlanger Hospital in Chattanooga. But his move to Chattanooga changed everything.

“My wife and I fell in love with Chattanooga,” he said. “We decided to put roots down here, and I decided to stay in the Reserve. We decided we didn’t want to move every two or three years like we would do if we went active duty. The IMA program is a perfect fit for me. In the Army, most of their Reservists are traditional Reservists where you drill one weekend a month. I am the only priest here, and it would be a big deal if I missed one Sunday a month.

“As an IMA, I can knock out most of my time during the week and maybe only miss two Sundays a year. The IMA program is extremely compatible with my work here as an Anglican priest.”

Being in the Reserve allows Ullman to experience the best of both worlds.

“Every time I put on the uniform, I love it,” he said.

“There is always temptation because I think I would love being an active-duty chaplain. But every time I come back here, I love this ministry as well.

“I feel like God has called me here. I really like the two different settings. Being a parish priest exposes me to one thing, and being a military chaplain exposes me to something completely different. I think it makes me well-rounded. My civilian ministry makes me a better Air Force chaplain, and I know my Air Force chaplaincy makes me a better civilian priest. It’s a perfect combination.”

Growing Gracefully

Air Force Reserve celebrates 68 years of supporting U.S. national security

(Editor's Note: In celebration of the Air Force Reserve's 68th birthday this month, the following story focuses on the directive that formally established the Air Force Reserve on April 14, 1948, and the years that followed. In the June issue, we will put the spotlight on the National Defense Act of 1916, signed into law on June 3, which created the nation's first air reserve program and set the wheels in motion for the organization that would become today's Air Force Reserve.)

By Bo Joyner

"How old is the Air Force Reserve?" is a question that Air Force Reserve Command historians are often asked. But it's a question that doesn't have a simple or straightforward answer.

The Air Force Reserve was officially established on April 14, 1948. However, the Reserve can trace its roots back to the National Defense Act of 1916, which was signed into law on June 3 of that year.

"We've had a lot of discussion in our office, and we have agreed to say that the Air Force Reserve is having its 68th birthday this year, but we are also celebrating 100 years of reserve air power in 2016," said Paul Larson, an AFRC historian and co-author of a special study titled "The First Wings of War: Air Force Reserve in World War I."

"The U.S. military entered World War I mostly unprepared for the enormity of the task it faced," Larson and his co-

authors, Kevin Burge and Keith Barr, wrote in the special study. "The U.S. Army did not have the active-duty, National Guard or reserve aviation forces it needed to accomplish the immense task before it."

The authors go on to explain how a group of talented and ingenious men who were commissioned into the Signal Officers Reserve Corps and enlisted into the Signal Enlisted Reserve Corps stepped forward to do their part to win the war in the air.

After experiencing years of growing pains, which included two world wars, it was obvious that the air reserve program that was born in 1916 needed to be improved and refined. In his book "Citizen Airmen: A History of the Air Force Reserve 1946-1994," former AFRC historian Gerald Cantwell wrote, "Under constant criticism for the inadequacy of its Air Force Reserve program, the Air Force began to revise it in 1948."

Cantwell also explained that "before the Air Staff could complete this task, however, President Harry Truman intervened to direct the military establishment to vitalize its reserve program." He wrote that the "Air Force moved expeditiously to implement the new reserve program it had been devising."

The formal act of establishing the Air Force Reserve occurred on April 14, 1948, when a joint Department of the Army and Department of the Air Force directive established the U.S. Air Force Reserve and the U.S. Air Force Honorary Reserve. The directive ordered the transfer of all officers and enlisted men of the Air Corps Reserve to the U.S. Air Force Reserve, and it abolished the Air Corps Reserve Section of the Army.

After World War II, there was a great deal of discussion throughout Washington, D.C., and the rest of the country as to what the fledgling Air Force Reserve should look like and how it should operate. Reserve and regular Air Force leaders were hoping for a prolonged period of peace so they could shape the Air Force Reserve into an effective and efficient organization of Airmen in reserve. Unfortunately, that period of peace did not materialize.

When North Korea attacked South Korea in June 1950, the United States stepped up to support the United Nations in trying to return peace to the region. Between July 1950 and June

1953, the U.S. Air Force called more than 146,000 Air Force Reservists and 46,000 Air National Guardsmen to active military service for periods ranging from one to three years.

"The recalls included the mobilization of all Air Force Reserve combat and corollary units and most Air National guard units," Cantwell wrote in his book. "The Air Force required these air reservists to augment its Korean police action and to feed its worldwide expansion."

Despite a number of obstacles, Air Force Reservists performed admirably throughout the Korean War.

After the conflict, the Reserve program subsequently fell into disarray and required substantial rebuilding. Former Air Force historian Richard Hallion argued that "the passage of a series of key federal laws related to personnel issues and the introduction of the air reserve technician program greatly assisted in this rejuvenation process."

In the 1960s, Air Force Reserve Airmen participated in numerous mobilizations due to the Cold War tensions of the era. Reservists were involved in numerous operations, including the Berlin Crisis of 1961-1962, the Cuban Missile Crisis of 1962 and the Southeast Asia mobilizations in 1968.

During the 1970s, the Department of Defense adopted the total force policy, and the Air Force Reserve program assumed greater importance with respect to the nation's defense. Under the new policy, the active duty, Reserve and National Guard were an integrated force, with Reservists expected to meet the same readiness standards as their active-duty counterparts.

The Reserve experienced modernization and expansion throughout the 1980s, and Reservists performed admirably in American military operations in Grenada, Libya and Panama during that decade.

The 1990s brought a huge change in the way the Air Force Reserve operated. In the book "Turning Point 9.11: Air Force Reserve in the 21st Century 2001-2011," AFRC historians wrote: "The 1990-1991 Persian Gulf War represented a monumental change for the Air Force and the Air Force Reserve and their evolving and complementary roles, responsibilities and relationships."

In addition, the historians stressed that "the Air Force Reserve's performance in this war was a true testimony to the total force policy. Air Force Reserve airlift and tanker crews were flying within days, and by Aug. 20, 1990, more than 15,000 Air Force Reservists had

already performed duty in support of what became Operations Desert Shield and Desert Storm."

By the end of the conflict, approximately 23,500 Reservists had been mobilized for service. They performed in combat in the Persian Gulf and provided vital support services at overseas locations. Stateside, they served at home stations or other locations in place of deployed active-duty members.

AFRC historians identify Operations Desert Shield and Desert Storm as the point where the Air Force Reserve went from being a force in reserve to a fully integrated and operational component of the total force team.

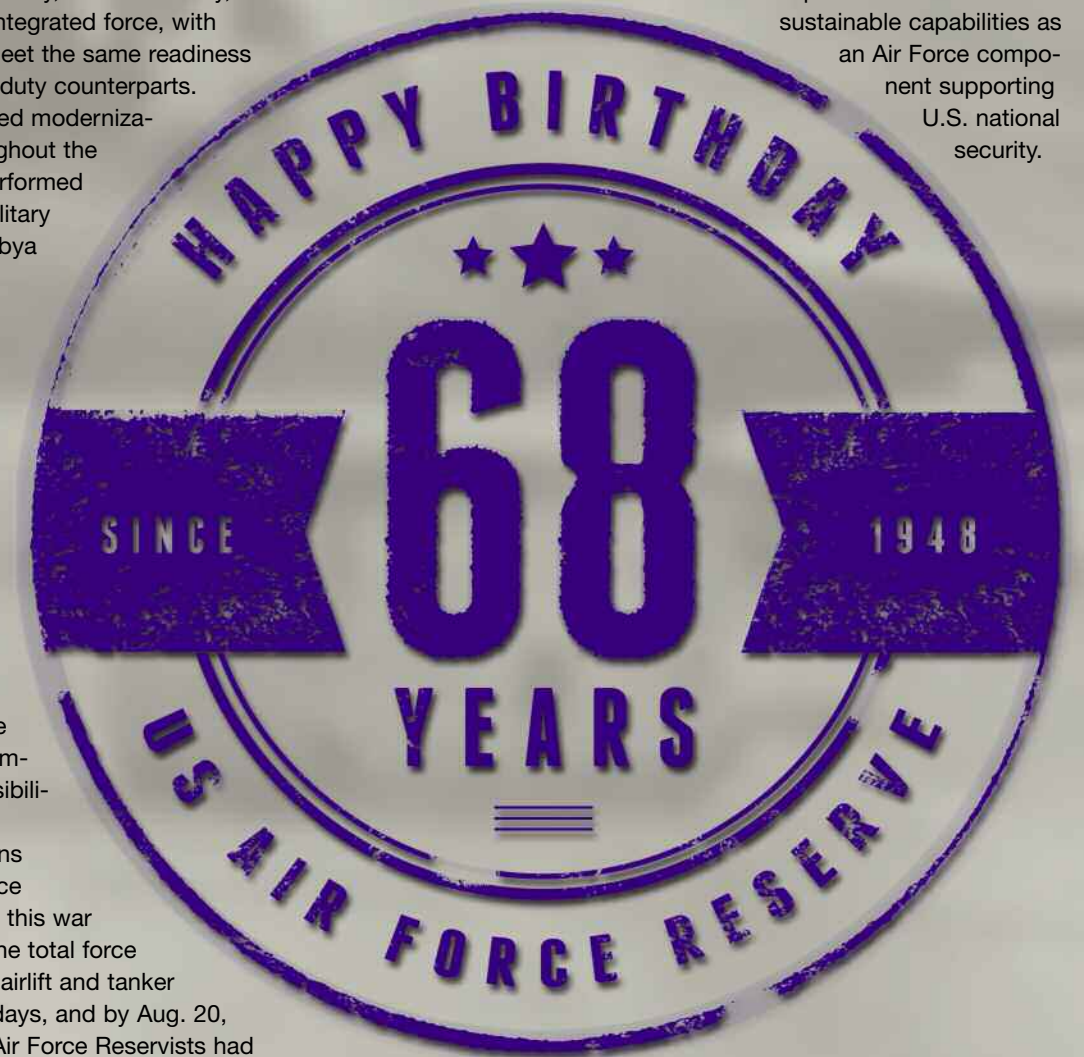
In February 1997, the Air Force Reserve officially became the Air Force Reserve Command, the Air Force's ninth major command. In the years that followed, Reservists contributed greatly to the Global War on Terrorism as the Reserve continued to operate as a strategic force that was well integrated with active-duty forces and operationally engaged on a daily basis.

As the Air Force Reserve celebrates its 68th birthday and 100 years of Reserve air power, it's obvious that AFRC has come a long way in a relatively short period of time. The Air Force Reserve has gone from a loosely organized group of weekend fliers who did what they could to help America win two world wars to an integrated, flexible and combat-ready

force that provides accessible and sustainable capabilities as an Air Force component supporting U.S. national security.



President Harry Truman directed the military services to vitalize their reserve programs in 1948.



— Reserve pilot helping test Air Force's newest refueling, transport aircraft —

PUTTING THE PEGASUS THROUGH ITS PACES

By Bo Joyner

As the Air Force gets ready for the arrival of its newest aerial refueling and strategic military transport aircraft, a diverse group of Airmen is working hard to make sure the KC-46A Pegasus is ready to meet the service's needs. Lt. Col. John Mikal is one of those Airmen.

Mikal, a traditional Reservist KC-135 instructor pilot assigned to the 370th Flight Test Squadron at Edwards Air Force Base, California, is also a KC-46 test pilot and proud member of the team that is putting the Pegasus through a series of critical pre-production tests.

The Boeing Company developed the KC-46 from its 767 jet airliner and is scheduled to deliver 179 of the aircraft to the Air Force by 2028. The first 18 combat-ready tankers are scheduled to be delivered by August 2017.

Lt. Col. John Mikal is a KC-46 test pilot and proud member of the team that is putting the Pegasus through a series of critical pre-production tests. The photos on the following pages show the KC-46 taking part in fuel onload fatigue testing with a KC-135 and a KC-10



To meet that ambitious timeline, Boeing is working closely with the Air Force to put the KC-46 through its paces. The company's first test aircraft, a Boeing 767-2C, touched down at Edwards for the first time on Oct. 15 for several days of fuel onload fatigue testing. During these tests, the KC-46 flew in close formations with a KC-135 Stratotanker and KC-10 Extender to see how the aircraft performs in different aerial refueling positions. While no fuel was passed, Boeing engineers were able to test the stress and strain on the Pegasus.

Mikal flew as the aircraft commander of the KC-135 during the first aerial refueling maneuvers of a KC-46 behind a KC-135 and in close formation with both the KC-10 and KC-46 on Oct. 19. Then, he flew as a pilot aboard the KC-46 on Oct. 21 during an aerial refueling receiver onload fatigue test behind a KC-10. He was the first Air Force Reservist to fly the 767-2C, the commercial test variant of the KC-46.

"It was a tremendous honor to participate in and conduct KC-46 testing with the test team," Mikal said. "The KC-46 will be an amazing operational aircraft, and I'm humbled to have the opportunity to be a part of this amazingly talented test team."

Mikal isn't the only Air Force Reservist from the 370th FLTS qualified to take part in the KC-46 testing. The 370th has two KC-46 initial cadre boom operators — Master Sgts. Aaron Ray and Scott Scurlock — who will be taking part in Pegasus refueling testing in the coming months.

The 370th FLTS is an embedded Air Force Reserve unit with a mission of providing KC-135 aerial refueling test support to both operational and test-configured receiver aircraft at Edwards's 412th Test Wing. Furthermore, the 370th FLTS leads management and execution of the business effort mission at Edwards AFB, which utilizes operational Air Mobility Command KC-135 and KC-10 tankers to support routine refueling of non-test configured 412th TW receiver aircraft.

Since some 370th FLTS pilots are test pilots and some of its boom operators are flight test boom operators, they augment the KC-135, KC-10 and KC-46 flight test and aerial refueling flight test for Air Force Test Center programs.

On Jan. 24, the KC-46 successfully completed its first in-

flight refueling demonstration as it passed 1,600 pounds of fuel to an F-16C Fighting Falcon.

“These are exciting times for the KC-46A program,” Col. Chris Coombs, the KC-46 system program manager at the Air Force Life Cycle Management Center at Wright-Patterson Air Force Base, Ohio, said after that flight. “We have had plans on paper and data from simulation labs, but this in-flight demonstration shows we are truly making progress on bringing this capability of the next-generation of tankers to the warfighter supporting our global missions for years to come.”

After the refueling test with the F-16, the KC-46A had a robust in-flight refueling demonstration schedule for the next few weeks. The test with the F-16C fulfilled the requirement to connect to a light/fast receiver aircraft. The remaining tests with the boom were scheduled to use an A-10 Thunderbolt II as the light/slow receiver and a C-17 Globemaster III as the heavy receiver.

Mikal said the KC-46 test aircraft will be spending a lot of time at Edwards in the coming months as it goes through aerial refueling certification testing with a host of Air Force and coalition aircraft.

“There are about 18 different aircraft that need to be tested as they take on fuel from the KC-46,” he said. “A lot of that testing will take place here at Edwards, and I am ready to help out with that testing however I can.”

Edwards continues to be the premier base for flight testing the Air Force’s newest capabilities, and the Air Force Reserve’s 370th FTS continues to support when needed.

The KC-46A Pegasus is intended to replace the U.S. Air Force’s aging tanker fleet, which has been refueling aircraft for more than 50 years. With more refueling capacity and



enhanced capabilities, improved efficiency, and increased capabilities for cargo and aeromedical evacuation, the KC-46A will provide aerial refueling support to the Air Force, Navy and Marine Corps, as well as allied nation coalition force aircraft.

In October, the Air Force selected Seymour Johnson AFB, North Carolina, as the preferred alternative for the first Reserve-led KC-46A Pegasus main operating base.

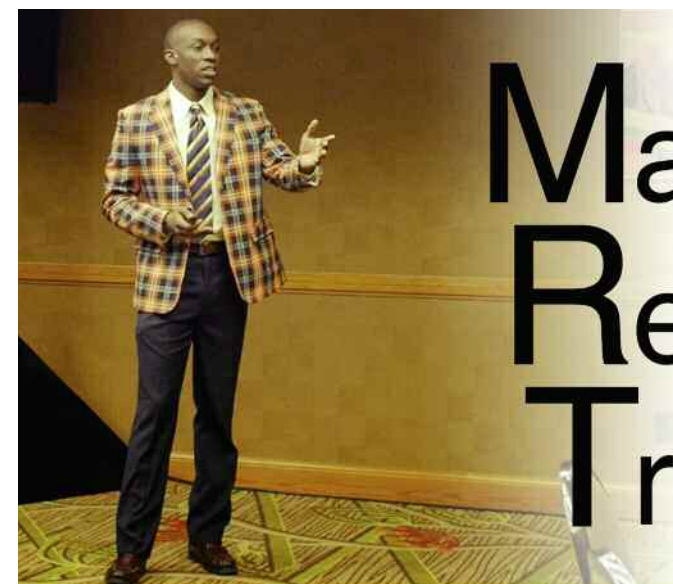
Tinker AFB, Oklahoma; Westover Air Reserve Base, Massachusetts; and Grissom ARB, Indiana, were named as the reasonable alternatives.

“It is absolutely critical that we replace our aging tanker fleet with the KC-46A Pegasus aerial tanker,” said Secretary of the Air Force Deborah Lee James. “I am pleased to announce Seymour Johnson AFB as the first Reserve-led location because it is a testament to the Air Force’s commitment to the total force.

“We must use all three components — active, Guard and Reserve — operating cohesively and seamlessly as one team so we can realize the full potential of airpower.”

James also explained the KC-46A program is just the first phase of a three-phase effort to replace the aging tanker fleet. The first phase of tanker recapitalization will complete with final deliveries in fiscal year 2028.

(Some information for this article was taken from an article written by Daryl Mayer, 88th Air Base Wing Public Affairs, Wright-Patterson AFB, Ohio.)



Staff Sgt. D'Anthony Harris, a master resilience trainer, conducts a session on counting blessings at a Yellow Ribbon event in Denver in January.

Master Resilience Training

Tools for taking care of ourselves, our wingmen and our families

By Maj. Brande Newsome

“Count your blessings,” “check your playbook,” “balance your thinking” and “practice good listening.” What do these concepts have in common?

They are all beneficial master resilience training skill sets that can help Citizen Airmen and their family members combat daily hassles and stress and strengthen their quality of life.

“The Air Force master resilience training initiative was specifically designed with taking care of ourselves, our wingmen and our families in mind,” said Krystal Shiver, director of community programs at Headquarters Air Force Reserve Command, Robins Air Force Base, Georgia. MRT skills encourage Airmen to discuss work, family and life concerns as well as improve awareness and access to support resources.

The stressors of daily life come and go. Everyone faces issues that seem to consume them while other issues seem like small blips in the grand scheme of things. Having the ability to tap into critical resilience skill sets can serve as the basis for being able to embrace life’s ups and downs, while growing through the challenges and coming out even stronger on the other side. Some of the most significant, yet painful, life lessons can be learned as people endure and then strive for a new normal.

“No one tool can be the silver bullet and eliminate life stressors, nor is resilience training intended to minimize the effects of challenges we may face,” Shiver said. “But it (MRT) can be an effective pathway to improved mental, physical, spiritual and social conditioning.”

Balance in these four domains (known as Comprehensive Airman Fitness) is the goal of MRT. With the support of resilience training assistants, master resilience trainers can add value at the installation by teaching scientifically proven resilience skill sets specifically designed for building gratitude, enhancing positive thinking, and stimulating self-awareness of how the brain drives emotional and physical reactions to various events. MRT also demonstrates ways to evaluate personal perceptions, attack unbalanced thoughts, and prioritize core beliefs and values.

“Our brain can become clouded by negative thoughts and beliefs,” Shiver said. “MRT skills can shed light on difficult situations and help us find ways to grow and benefit from adversity. Resilience skills also push us to examine the relationship between spiritual beliefs and purposefulness in life.”

An additional goal of MRT is to enhance the understanding of the link between physical and mental fitness, driving for both improved performance and leadership overall. Also, problem solving is a key component of resilience. MRT helps members address problems in a manner that demonstrates respect for relationships as well as builds and strengthens vital personal and community connections.

“AFRC’s goal for each installation is to have an adequate representation of both master resilience trainers and resilience training assistants to advance the Comprehensive Airman Fitness principles and serve as subject-matter experts during Wingman Day events,” Shiver said.

AFRC also hosts the official Air Force resilience website (Wingman Toolkit) and mobile app (available for both iPhone and Android) for the total force. This one-stop shop for resilience tools to achieve and maintain a balanced lifestyle offers features like:

- Resilience and fitness trackers: Store daily fitness and resilience data and view your progress over time.
- Relaxation and meditation exercises: Audio tracks to help calm and re-center.
- My wingman stories: Learn how Airmen help each other get to safer, healthier places in life.
- Count your blessings: Let the Toolkit periodically remind you of the important things in your life.
- Quizzes to strengthen relationships: Tools to help become a better listener and improve interpersonal skills.

To download the free mobile app, visit www.wingmantoolkit.org/mobile-app/. To learn more about MRT, visit www.wingmantoolkit.org/resilience-skills/mrt/.

(Newsome, the medical liaison officer for 22nd Air Force, Dobbins Air Reserve Base, Georgia, is a master resilience trainer.)



A rocket carrying the 11th Air Force Block IIF global positioning system satellite launches from Cape Canaveral Air Force Station, Florida. The launch took place Oct. 31. (Courtesy photo by Michael Howard/SpaceFlight Insider)

SPACES

By Senior Airman Sean Mitchell

The term “ace” became popular in World War I to describe pilots who were credited with shooting down five or more enemy aircraft during aerial combat. Later, the term was adopted for hotshots of both ground and underwater warfare: tank aces and submarine aces.

The most recent people to adopt the term are members of the 19th Space Operations Squadron at Schriever Air Force Base, Colorado. These Reservists, or space aces, are men and women who’ve participated in five or more global positioning system satellite launches. The 19th SOPS is the Reserve associate unit to the 2nd SOS, and together the squadrons operate the GPS satellite constellation as Team Blackjack.

The 19th SOPS has supported 27 GPS satellite launches during the past 15 years, culminating with the GPS IIF-12 satellite launched Feb. 5 from Cape Canaveral Air Force Station, Florida. Altogether, 31 space operators have worked five or more launches, eight are aces twice over, and four Reservists are triple aces, having participated in 15 or more GPS launches. Sixteen of those people are still active in the unit.

“I supported satellite launches as a civilian prior to enlisting in the Reserve,” said Staff Sgt. Terrance Bensink, who joined the ranks of the space aces with the most recent, and final, launch. “However, the depth of experience, expertise and teamwork demonstrated by both the contractors and military personnel involved with the GPS launch mission is very unique. I’m filled with a great sense of pride and accomplishment knowing that I was part of a relatively small group of professionals responsible for the task of modernizing a constellation that is used by over half of the world’s population. To achieve ace status on the last launch is a very meaningful achievement that I will carry with me for the rest of my life.”

Once the last of the Block IIF series satellites separated from the booster rocket, 19th SOPS launch personnel continued to track it, monitor its telemetry, and send time-sensitive commands to acquire the attitude, orbit and vehicle configuration necessary to accomplish its mission. These activities played out over several days. After the checkout procedures were completed, the satellite joined 40 other on-orbit GPS vehicles in providing position, navigation and timing signals to the world.

“I’ve been involved with an average of two GPS launches per year for the last 10 years, which is astonishing to think back on,” said Senior Master Sgt. Cory Garcia, the squadron’s “ace of aces” with a total of 25 launches under his belt. “It’s a rare privilege. I have participated in more satellite launches than most other constellations have on orbit. I was fortunate to serve the Air Force Reserve in the right place at the right time.”

With the end of the aggressive launch schedule Team Blackjack has upheld, the 19th SOPS is preparing to move into a different role.

“The upcoming GPS III satellites will be launched by their contractor, moving 19th SOPS out of this niche mission area,” said Lt. Col. Sam Baxter, squadron commander. “As hard as it is to say goodbye to the launch business, the squadron is excited to focus our manning on the growing navigation warfare mission as we capitalize on the GPS constellation’s evolving capabilities for improved warfighter support.”

The 2 SOPS commander, Lt. Col. Todd Benson, couldn’t agree more.

“The years of experience the 19th SOPS brings to the fight is critical to our day-to-day GPS mission, essential for surge support with our most complex operations like satellite disposals, and in-demand as their navigation warfare expertise aids our warfighters participating in major joint and Air Force exercises,” Benson said. “Together, Team Blackjack delivers every day for our nation and the Air Force.”

(Mitchell is assigned to the 19th SOS public affairs office at Schriever AFB.)

Following is a list of space aces assigned to the 19th Space Operations Squadron:

Senior Master Sgt. Cory Garcia - 25 launches
Lt. Col. Allan Widic - 15 launches
Maj. Robert Dover - 15 launches
Master Sgt. Mark Portillos - 15 launches
Maj. Linda Gostomski - 14 launches
Maj. Eric Sands (retired) - 14 launches
Maj. Jessica Schafer - 13 launches
Maj. Christie Pier (retired) - 11 launches
Master Sgt. Matthew Royal - 11 launches
Maj. Kimberly Adams - 10 launches
Lt. Col. Shanna Corbett - 10 launches
Lt. Col. Jason King - 10 launches
Master Sgt. James Crosbie (ret.) - 9 launches
Tech. Sgt. Jeffrey Semin - 9 launches
Master Sgt. Kenneth Walker (retired) - 9 launches
Staff Sgt. Bryan Wynkoop - 9 launches
Senior Airman Theo Davis - 9 launches
Maj. Andrew Schafer - 8 launches
Senior Airman Forrest Colegrove - 8 launches
Lt. Col. Paxton Mellinger - 7 launches
Maj. George Mendenhall - 7 launches
Maj. Michelle Nunez - 7 launches
1st Lt. Christopher Gapper - 7 launches
Master Sgt. Michael Button - 7 launches
Staff Sgt. Matthew Davis - 7 launches
Senior Master Sgt. Raymond Soliz - 6 launches
Master Sgt. Jonathan Bulick - 6 launches
Tech. Sgt. Stephen Chisholm - 6 launches
Staff Sgt. Kenneth Melchi - 6 launches
Staff Sgt. Terrance Bensink - 5 launches
Tech. Sgt. Noah Sabari - 5 launches

Being an individual mobilization augmentee has allowed Tech. Sgt. Wayne Freeland the freedom he needs to complete law school. (Tech. Sgt. Louis Vega)

From Throwing Dice to Giving Legal Advice



Air Force Reserve helping IMA reach his goal of becoming a lawyer

By Master Sgt. Kent Kagarise

A casino worker huddled behind a craps table pondering a life of rolled snake-eyes while a gunman aimed at gamblers on a Mississippi riverboat in January of 2001.

It was 15 years ago when Tech. Sgt. Wayne Freeland, 56th Fighter Wing paralegal at Luke Air Force Base, Arizona, found himself listening in fear to gunfire and considering how his life accomplishments would be later described to his infant son.

“Even a bricklayer can point to a building and tell his children he helped build that,” Freeland said. “If I died that night, what had I accomplished or done for my son? I knew I was capable of more: I knew I wasn’t going to grow while living inside my comfort zone.”

After carefully considering multiple military options, Freeland decided the active-duty Air Force would provide the fulfilment he was looking for and chose to become the third generation of his family to serve as an Airman.

“Initially I came in as a computer networking specialist, but five years later I was promoted to staff sergeant as a first-term Airman in a career field that was 130 percent manned,” Freeland said. “I was bored with computers and figured if I was going to stay in, I wanted to do something else.”

After discussing his curiosity about a career in the legal field with his sister-in-law, who was serving as an Air Force paralegal, he decided to begin the interview process at the base legal office in 2006.

“I knew what I was walking into,” Freeland said. “It seemed like it would be challenging and interesting, always changing, and I would have a chance to feel like I actually made a difference by coming to work each day. I made a great choice.”

In 2009, Freeland deployed to Iraq where he assisted in investigating and prosecuting war criminals. This resulted in

the discovery of more than 2,000 witnesses of war crimes and reduced the risk to investigators in the field.

“That shaped who I am today because I learned of the horrible things people do to one another in a region that can be very violent,” he said. “It was some of the most important work I have ever done. At least some of those people were put to death before we redeployed. I truly believe we saved lives by stopping these people.”

With three enlistments and two deployments under his belt, in 2014 Freeland wanted to devote himself to law school in pursuit of becoming an attorney. Taking advantage of the Palace Front program, he separated from the active-duty and transitioned to the Air Force Reserve.

“I love being a paralegal in the Air Force, but after spending many late nights preparing cases for attorneys, I at some point began to envy them,” he said. “I wanted to be the one up there arguing in court.”

Freeland said once he separated from the active-duty Air Force and was accepted into Arizona State University’s Sandra Day O’Connor College of Law, he was able to continue his education on a full-time rather than part-time basis.

“Before joining the Reserve, I was attending night school, which meant I often left the office before my Airmen,” he said. “I felt like I was putting my goals above the mission. I needed to choose whether I wanted to be a military paralegal or an attorney.”

Freeland chose the Reserve’s individual mobilization augmentee program because it allowed more flexibility in his busy schedule.

“Being a law student, I am swamped — If I’m not in class, my mind still is,” Freeland said. “Being able to schedule my Reserve time to fall in between semesters or during spring

breaks is a blessing.”

Freeland said the traditional Reserve program may have also worked for him, but there was the possibility of wing schedules conflicting with studies and finals.

“The best thing about the IMA program is I worked as an active-duty paralegal here in the Luke (AFB) legal office, and now I’m able to maintain the relationships I’ve built with the same people on a part-time basis,” Freeland said. “A part of me feels like I am coming home when I return for duty.”

Freeland is scheduled to graduate

from law school in May and plans to continue his Air Force career as a paralegal while practicing law as an attorney in the civilian sector. He said being an Air Force paralegal paved the road for him to attain his goals and will enhance his future career.

“Grueling hours, attention to detail, critical thinking, multi-tasking and public speaking are things Air Force paralegals do nearly every day,” Freeland said. “All of this brings confidence and the ability to think quickly.”

The man who once threw dice on a casino table utilized the Air Force to

land on a courthouse floor, where clients will look to him for a different kind of favorable outcome.

For more information about how to cross-train or join the Air Force Reserve as a paralegal, contact Senior Master Sgt. Penny Thornton at (478) 327-0469 or via email at penny.thornton@us.af.mil.

(Kagarise is assigned to the 442nd Fighter Wing staff judge advocate’s office at Whiteman AFB, Missouri. He wrote this story while on a temporary duty assignment at Headquarters Air Force Reserve Command, Robins Air Force Base, Georgia.)

Recruiters encouraging unit Reservists to consider IMA program

By Master Sgt. Chance Babin

With Air Force Reserve Command’s end-strength increasing by 2,100 Airmen from fiscal year 2015 to 2016, Air Force Reserve Command Recruiting Service is striving to meet its goal of 8,500 accessions for FY16. One strategy recruiters are using involves trying to get people to transfer from the unit program to the individual mobilization augmentee program.

Unlike traditional Reservists who serve one weekend a month and two weeks a year, IMAs, who are assigned to active-duty Air Force units, respond to a training schedule based on the needs of the host organization. IMAs are assigned to funded positions and participate with the host organization for 24 to 48 training periods each year. Oftentimes, they complete their annual training requirements all at once. And IMAs, just like their unit Reservist counterparts, receive military pay, benefits and retirement points.

With the unit program, consisting of air reserve technicians and traditional Reservists, currently at 107 percent manning and the IMA program at 86 percent manning, the Recruiting Service is implementing a plan to target Reservists in overage positions and attempt to get them to consider opportunities in the IMA program.

“In the middle of 2015, key leaders from the Air Reserve Personnel Center, Headquarters Readiness and Integration Office and Recruiting Service collaborated together in order to target the under-execution of the IMA program,” said Capt. Robert Bruce, Recruiting Service chief of operations and training at Robins Air Force Base, Georgia. “With end-strength on the rise, the Recruiting Service hired eight seasoned recruiters (two per squadron) to specifically target key vacancies in an effort to robust IMA manning while at the same time effectively manning AFRC.”

One of the critical-skills recruiters working this issue is Master Sgt. Tracey Barry of Dobbins Air Reserve Base, Georgia, who has been highly involved at Homestead Air Reserve Base, Florida. Working with leaders of the 482nd Fighter Wing at Homestead, Barry began talking to Reservists during their drill weekends about the IMA program. Her main targets were members in the medical field.

“Homestead gave me full support across the board,” she said. “I set up a table in the chow hall at lunch and had folks who had an interest in seeing if there were any opportunities in the IMA world to sign up for a meeting.”

For many, the IMA program is an attractive option since it offers greater flexibility when completing inactive duty training. Barry said at Homestead a lot of the traditional Reservists travel three or four hours, sometimes longer, for unit training assembly weekends. In addition to flexibility, the IMA program offers many other advantages, she said.

“Force development opportunities, promotions, the opportunity to complete all annual requirements in one shot, possibly working closer to home and getting more job experience” are all benefits of the IMA program, Barry said. “Medical people want to expand their job knowledge by working with an active-duty unit, giving them an opportunity to work in an emergency room or dental clinic.”

As of Feb. 29, Barry said she had 43 traditional Reservists who were interested in making the switch to the IMA program, with 26 being from Homestead’s medical group.

The sergeant said having critical-skills recruiters involved in the process of working the packages for Airmen wanting to transfer from the unit to the IMA program takes a lot of work off of the shoulders of members of the force support squadron.

“The undermanned force support squadrons love the fact that the critical-skills team is working these packages,” she said. “It takes a load off their hands.”

Traditional Reservists who move to the IMA program are filling critical vacancies.

“Historically, (each year) the Air Force Reserve Command loses 13.5 percent of its end-strength,” Bruce said. “When end-strength grows by 2,100 bodies, as it did from FY15 to FY16, it’s even more crucial to ensure we don’t exceed that rate. This is why the Recruiting Service, the Readiness and Integration Office and traditional Reserve units must work together to find ways to keep our force healthy. By working together, we can find force development opportunities and hopefully retain as many qualified Airmen as possible as we work toward 100 percent effective manning.”

For information on becoming an IMA, contact your local recruiter.

(Babin is the public affairs NCO for the Air Force Reserve Command Recruiting Service at Robins Air Force Base, Georgia.)

Help is Here

Independent agency
offers protection against
unscrupulous lenders

By Lt. Col. Denise Kerr

Each year, thousands of people throughout the country fall victim to unscrupulous lending practices

Fortunately for active-duty and reserve component members and their families, there's an independent agency available to provide assistance and help protect them from those who would prey upon their vulnerabilities.

The Office of Servicemember Affairs, which is part of the Consumer Financial Protection Bureau, was created in 2011 to help military members deal with consumer financial challenges through education, monitoring of complaints, and coordinating with federal and state agencies on military protection measures.

Holly Petraeus, assistant director of the Office of Servicemember Affairs, runs a 10-person staff that is charged with ensuring military members and their families receive fair treatment when dealing with consumer financial services companies.

"In 4 ½ years, we've secured over \$11 billion in relief for 25 million consumers and over \$100 million came out of enforcement actions focused on protecting service members, veterans and their families," Petraeus said.

Part of OSA's mandate is to monitor military complaints, look for trends, and coordinate with federal and state agencies. Consumer complaints inform OSA of the problems service members are experiencing and where help is needed if they can't resolve things themselves, Petraeus said.

CFPB can enforce 20 consumer financial laws, though that authority does not include enforcement of the Servicemembers Civil Relief Act. However, the bureau can provide SCRA referrals to the Department of Justice. SCRA provides protection for Reservists entering or called to active duty in the military or deployed service members.

"SCRA was designed to ensure that service members did not take a hit for stepping up and putting on the uniform and answering the call to service," Petraeus said. "The SCRA's

provision for the 6 percent interest-rate reduction applies to pre-existing debt that you have when you enter active duty. It could be a mortgage, car loan, credit card debt, student loan or medical debt. While you are active duty, you are entitled to request that the interest rate be reduced to 6 percent."

According to the Corporation of Enterprise Development, more than one in 10 households with incomes below \$30,000 annually have used alternative financial service credit products, such as payday and auto-title loans. With annual interest rates at 400 percent or higher for payday loans, few can afford to pay the money back on time, forcing them to take out additional loans and trapping them in an unrelenting cycle of debt.

"In the early 2000s, there was an alarming increase in the number of businesses offering the new phenomenon of 'pay-day loans' and a corresponding increase in the number of service members taking advantage of that easy money, often without the ability to repay what they borrowed," Petraeus said.

Congress passed the Military Lending Act in 2006 to protect service members on active duty and their families by capping rates at 36 percent. Many lenders took advantage of the loopholes and continued to target the military with high-interest loans.

Petraeus said she encourages Reservists to visit the CFPB website at www.consumerfinance.gov where they will find a variety of assistance, including financial tools to help in buying a home or paying for college, information on filing a complaint, and retirement calculators.

"We have over 1,000 questions in 'Ask CFPB' where we put the most common consumer questions that we receive," Petraeus said. "There are a number of them in there that have military-specific information in the answers."

In addition to visiting the website, service members may call the CFPB at (855) 411-2372 for more information.

(Kerr is a public affairs advisor to the Air Force Reserve Command commander at the Pentagon.)

GREEN DOT

Air Force trying new strategy to combat violence, sexual assault

The Air Force is pursuing a different strategy in an effort to decrease violence and sexual assault.

In December, the service announced that it was implementing a program called Green Dot training as the first step of a five-year violence prevention strategy.

"Green Dot is the Air Force's first step in arming Airmen for violence prevention using an evidence-based public health model," said Dr. Andra Tharp, the Air Force's highly qualified prevention expert. "We know Airmen are a vital part of the solution, and we will use methods like this that have been subjected to rigorous scientific testing and were proven to be effective in reducing violence."

The Centers for Disease Control and Prevention, the government's lead agency for preventing interpersonal violence, has studied multiple violence prevention programs and found Green Dot to be successful in reducing violence. In studies at the University of Kentucky, in self-reported surveys following implementation of Green Dot training, freshman students reported decreases in perpetrating and experiencing interpersonal violence, unwanted sex, sexual harassment, stalking and psychological dating violence. These decreases ranged from 12 percent to 36 percent, and all were found to be statistically significant.

"The Green Dot approach is a paradigm shift for how the Air Force addresses sexual assault prevention," said Jim Woodyard, Air Force Reserve Command's sexual assault prevention and response program manager. "It focuses on what Airmen are willing to do rather than what leaders want them to do."

"Training is not conducted by sexual assault response coordinators," he said. "Instead, leaders nominate engaging Airmen to become implementers who conduct training and identify peer leaders to assist. Changing the messenger is an important component to success of the Green Dot program."

Woodyard said Green Dot training is different from other violence and sexual assault reduction strategies in three important ways:

- It focuses on what can be done rather than on what not to do. Green Dot focuses exclusively on the role of the bystander.

- It is realistic. Green Dot recognizes that many of the bystander behaviors Airmen will be asked to do happen outside of what can be mandated. It focuses on two key factors: an understanding that Airmen face barriers to action and that from the bystander perspective, Airmen cannot be mandated to respond to all negative behaviors. Airmen are challenged to draw their own line and act on it.

- Green Dot is proactive, not reactive. The program focuses as much on the proactive behaviors of Airmen as the reactive ones in high-risk situations. The emphasis is on creating a climate that is intolerant of sexual violence.

"Although sexual assault response coordinators will not be involved in annual training, they still will play a role in prevention efforts," Woodyard said. "SARCs will still be involved in immediate responses taken after sexual assaults have occurred to deal with the short-term consequences of violence. In addition, they will play a role in the long-term responses taken after sexual assaults to deal with the lasting consequences of violence and sex offender treatment interventions."

The Air Force has approved and funded primary prevention specialist for violence positions at every active-duty base, as well as 10 AFRC bases, to manage prevention activities including Green Dot. Also, Green Dot implementers have been selected, and their training was scheduled to be completed in March. After their training, the implementers returned to their units to train peer leader Airmen.

As far as implementation throughout the Reserve, Woodyard said Green Dot training will consist of a 90-minute overview that is conducted by trained implementers to satisfy the requirements of annual SAPR training. Optional elements of the training include at least one action event per year, integration of Green Dot leadership training and education in existing leadership meetings, and workshops with interested Airmen.

(Staff reports)

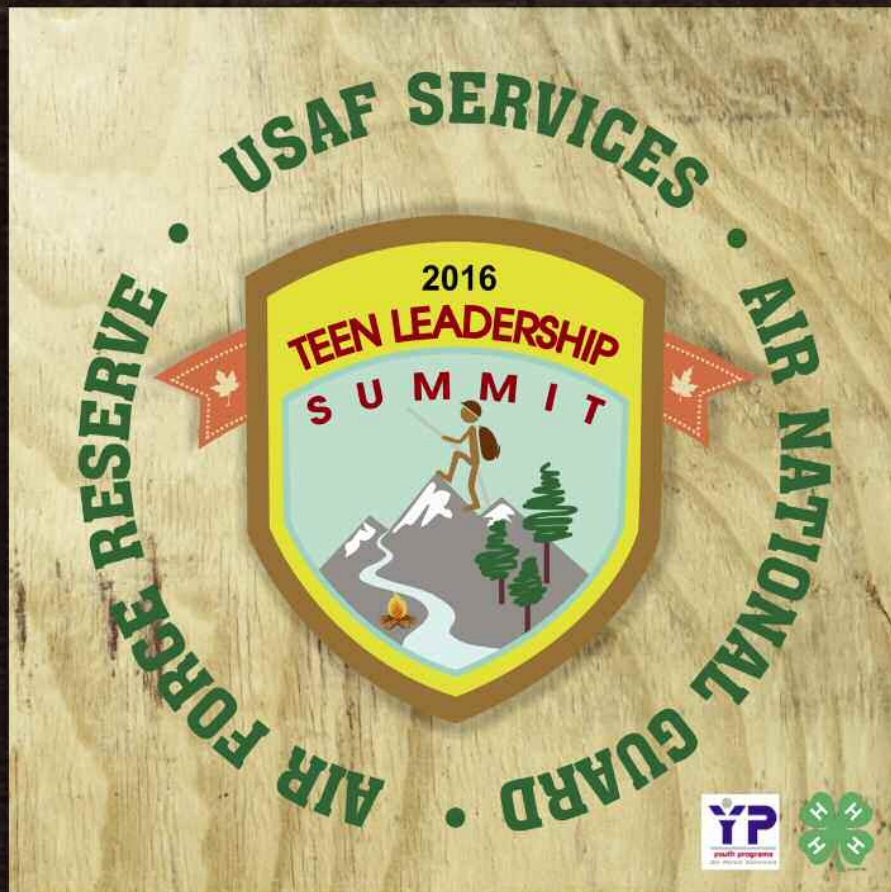
The idea behind Green Dot training is to end violence. ... one green dot at a time.



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